

With the ongoing COVID-19 pandemic, business leaders are concerned about how their companies will be affected and what they have to do next.

We recognise that companies are in different phases of dealing with the outbreak, and that the impacts vary by geography and sector. Here are FIVE fundamental qualities of a leader that distinguish between surviving and thriving amidst crisis:

Building resilience during a crisis



MISSION FIRST

Stabilise today, and harness both the energy and the constraints of volatile conditions to spark innovation tomorrow.

- How are you turning crisis into an opportunity?

SPEED OVER ELEGANCE

Decisive action – with courage – is often more essential than getting it perfect.

- How are you empowering your teams to take courageous action?

DESIGN FROM THE HEART

Seek and reinforce solutions that align to your purpose, societal obligations, and serve the heart of the organisation.

- How are you demonstrating to employees, customers, communities and ecosystem that you have their best interests at heart?

OWN YOUR NARRATIVE

Paint a picture of a compelling future and path forward that your stakeholders can support and rally around

- How are you proactively filling the information vacuum to combat the spread of misinformation?

EMBRACE THE LONG VIEW

Stay focused on what's on the horizon to instill confidence and steadiness across your ecosystem

- How are you anticipating and responding to the new business models likely to emerge post crisis?

In a crisis, organisations are faced with a flurry of urgent issues - resilient leaders zero in on the most pressing of these, establishing priority areas that can quickly cascade.

Key business continuity planning actions

- Launch and sustain a crisis **command center**
- Support **talent and strategy**
- Maintain **business continuity and financing**
- Shore up the **supply chain**
- Stay **engaged with customers**
- Strengthen **digital capabilities**
- Engage with your **business ecosystem**

For more information



Critical steps in protecting performance:

1. **Centralising decision-making**, for consistency, speed, and decisiveness
2. **Cataloging the sources of cash the company has available**
3. **Rapidly articulating economic scenarios** - scaling scenarios from mild to moderate to severe
4. **Modeling the projected financial impact** of the scenarios on profitability and liquidity
5. **Defining the non-negotiables** - identifying what's critical to ongoing and future cash flow and should be preserved
6. **Identifying the levers leadership has available** (within the the non-negotiables) to impact financial performance, such as discretionary expense reduction, hiring freezes, or temporary plant closures.
7. **Determining the actions to take now**, and agreeing in advance on the hierarchy of levers to be pulled as the severity of scenarios unfolds.

